

Department of the Army
Headquarters, United States Army
Cadet Command
Fort Monroe, Virginia 23651-5000

Cadet Cmd Reg 11-2

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Reserve Officers' Training Corps
MANAGEMENT CONTROL

Summary. The Federal Manager's Financial Integrity Act (Public Law 97-255) requires that (internal) management controls be established to provide reasonable assurance that government assets are guarded against fraud, waste and abuse. This regulation outlines the basis of the Management Control Program within Cadet Command. Checklists ensure adequate controls are in place and operating throughout the command, which allow weaknesses to surface before they escalate into problems. This update realigns functional responsibility for the Management Control Program under HQ Cadet Command and provides instructions for program managers.

Applicability. This regulation applies to all Cadet Command elements, to include HQ Cadet Command, region headquarters, ROTC battalions and JROTC units,

brigade commanders, Goldminer Teams, and forward-deployed activities.

Supplementation. This regulation may not be supplemented. However, Cadet Command activities are encouraged to publish an internal standing operating procedure (SOP) covering management controls for their operation.

Suggested Improvements. The proponent of this regulation is the Resource Management and Logistics Directorate, U.S. Army Cadet Command. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, U.S. Army Cadet Command, ATTN: ATCC-RR, Fort Monroe, VA 23651-5000. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

*This regulation supersedes Cadet Cmd Regulation 11-2, 13 Sep 95

Contents

	Paragraph	Page
Chapter 1		
Introduction		
Purpose.....	1-1	3
References.....	1-2	3
Explanation of abbreviations and terms.....	1-3	3
Background.....	1-4	3
Responsibilities within the command.....	1-5	4
External/internal audits.....	1-6	8
Chapter 2		
Management Control Standards		
Management control standards.....	2-1	8
A management tool.....	2-2	9
Reasonable assurance standard.....	2-3	9
Supportive attitude standard.....	2-4	9
Competent personnel standard.....	2-5	9
Control objectives/techniques standard.....	2-6	10
Documentation standard.....	2-7	10
Separation of duties standard.....	2-8	10
Supervision standard.....	2-9	11
Access to and accountability for resources standard.....	2-10	11
Chapter 3		
Management Control Plan		
Management Control Plan.....	3-1	11
Implementation.....	3-2	11
Cadet Command's Management Control Plan	3-3	12
Chapter 4		
Management Control Reviews		
Definition.....	4-1	12
The review.....	4-2	12
Assessable Unit Managers (AUM).....	4-3	13
Chapter 5		
Management Control Review Checklists		
Definition.....	5-1	14
Purpose.....	5-2	14
Reasonable assurance.....	5-3	14
Frequency.....	5-4	15
Completing checklists outside of		

functional area.....	5-5	15
Chapter 6		
Material Weaknesses		
Material weaknesses.....	6-1	15
Identification.....	6-2	16
Findings from external sources.....	6-3	16
Correcting management		
control weaknesses.....	6-4	17
Chapter 7		
Reporting		
Annual reports.....	7-1	17
Annual Management Control Report.....	7-2	17
Chapter 8		
Job Performance Standards		
Job performance standards for control		
responsibility.....	8-1	22
Responsibility.....	8-2	22
Appendixes		
A. References		23
B. Positions With Management		
Control Responsibility		24
C. Instructions for Completing Checklists		25
D. School Fund Control Checklist		26
E. Postal Service Checklist		28
F. Local and Long Distance Telephone Service Checklist		30
G. GSA Vehicle Fleet Management Checklist		31
H. Logistics Checklist		36
Glossary		44

Chapter 1

Introduction

1-1. Purpose. This regulation outlines the basis of the Management Control Program within Cadet Command. Checklists ensure adequate controls are in place and operating throughout the command, which allow weaknesses to surface before they escalate into problems.

1-2. References. Required and related publications are listed in Appendix A.

1-3. Explanation of abbreviations and terms. The glossary contains abbreviations used in this regulation.

1-4. Background. Management Controls are:

a. The means that managers use to regulate and guide their operations and programs to ensure the job is completed properly.

b. Essential to conduct Cadet Command operations in a professional and businesslike manner. When exercised with a prudent, common sense set of standards, management controls permit adequate protection and accountability for the resources entrusted to management.

c. A method to achieve management objectives by serving as checks and balances against undesired actions. Sound management controls provide reasonable confidence (for all levels of management) that essential operations and requirements are being accomplished every day in an effective and economical way.

1-5. Responsibilities within the command.

a. Commanding General, Cadet Command.

(1) Ensures the Army Management Control Program is operating throughout the command, including all subordinate commands and activities.

(2) Signs the Annual Assurance Statement to HQ TRADOC on the status of

management controls within the command.

b. Director, Resource Management and Logistics.

(1) Appoints a Management Control Program Administrator to design, implement, and sustain a viable Management Control Program for the command.

(2) Ensures management officials at all levels are aware of their management control responsibilities.

(3) Verifies that all military and civilian managers and supervisors have explicit management control responsibilities in their performance agreements.

(4) Requires management control review checklists to be used at applicable assessable units (as defined in AR 11-2) throughout the command to evaluate subtasks required by the Management Control Plan (MCP), special tasking issued by the Army Management Control Office, or HQ Cadet Command.

(5) Adds to prescribed management control review checklists by issuing supplements to accommodate command unique conditions.

(6) Evaluates material weaknesses to

identify potential command-wide problems.

(a) Establishes and meets milestone dates to correct any material weaknesses within the command.

(b) Monitors all management control problems to ensure priority accomplishment of corrective actions.

(7) Reviews annual feeder reports from Region HQ and Brigades on the status of management controls; following guidance issued by HQ TRADOC, forwards annual report to the Commanding General (CG) for signature.

c. Management Control Program Administrator.

(1) Serves as the central point of contact for Cadet Command.

(2) Establishes, implements, and maintains a management control program in accordance with (IAW) the responsibilities set forth for the CG and the Director, Resource Management and Logistics.

(3) Establishes a network of people within the command responsible for carrying out the program.

(4) Establishes a point-of-contact (POC)

network for sending/receiving routine correspondence, passing related information, and obtaining reports.

(5) Disseminates timely, useful guidance and information on program administration.

(a) When guidance is received from TRADOC, evaluates for Cadet Command implication, applicability, and effect upon recent policies. Passes information to POC with clarifying guidance, if necessary.

(b) Researches queries from within the command or TRADOC staff and furnishes responses either informally by telephone or formally by correspondence.

(6) In coordination with appropriate staff offices, develops and publishes management control checklists for the command.

(7) Completes the checklist for AR 11-2, Management Control.

(8) Provides guidance to the CG, other managers and individuals responsible for creating/monitoring checklists, and making management control reviews.

d. Region Commanders.

(1) Appoint a Management Control

Administrator for the region headquarters to:

(a) Assist senior managers in ensuring management control responsibilities are carried out properly.

(b) Verify, through testing or other means, that minimum essential controls are in place and operating at the region headquarters.

(c) Complete checklists as required by this regulation for the region headquarters and keep most current copy on file for inspection.

(d) Evaluate material weaknesses that have surfaced at the region headquarters to identify problems. Monitor all management control problems at the region headquarters to ensure priority accomplishment of corrective actions.

(e) Establish and meet milestone dates to correct material weaknesses at the region headquarters.

(2) Provide sufficient command support with which to develop and monitor the region headquarters MCP.

(3) Ensure management officials within the region headquarters are aware of their management control

responsibilities. Reflect accountability for the success or failure of management control practices in performance agreements of appropriate military and civilian managers.

(4) Provide annual report to Cadet Command for the region headquarters.

e. Inspector General (IG).

(1) Report to Cadet Command Resource Management and Logistics Directorate or Region Resource Management Division any material weaknesses surfaced during inspections and IG visits.

(2) Evaluate how well the management control process has been implemented and whether prescribed management control processes are adequate.

f. Brigade Commanders.

(1) Serve as Assessable Unit Manager for SROTC and JROTC schools within their area of responsibility.

(2) Ensure all employees are aware of the management control processes.

(3) Ensure good management controls are in place and working.

(4) Designate managers to perform evaluations or complete checklists.

(5) Submit annual report. The format can be downloaded from the Resource Management and Logistics Directorate website [www.rotc.monroe.army.mil/resource]. These evaluations become the basis for the Annual Assurance Statement.

(6) Ensure problems in areas not mandated are evaluated under the management control process when situation warrants.

(7) Ensure compliance with the management control process is included in performance agreements of civilian and military managers who control, use, or authorize the use of government assets.

(8) Comply with reporting procedures established by Cadet Command. The reporting format can be downloaded from the RM&LD website.

(9) Submit annual assurance statements through the region headquarters to HQCC in accordance with established milestones.

g. Professors of Military Science (PMS), SROTC Battalions.

(1) Ensure good management control processes are in place and properly operating.

(2) Conduct periodic evaluations of key management controls as directed by the Assessable Unit Manager (Brigade Commander).

(3) Keep the evaluation/checklist on file, along with supporting documentation, for inspection/audit purposes. Supporting documentation will be maintained until a subsequent review is made.

(4) Comply with reporting procedures established by the Brigade Commander. The reporting format can be downloaded from the Resource Management and Logistics Directorate website.

h. Directors of Army Instruction/Senior Army Instructors, JROTC Units.

(1) Ensure good management control processes are in place and properly operating.

(2) Conduct periodic evaluations of key management controls as directed by the Assessable Unit Manager (Brigade Commander).

(3) Retain a copy of the evaluation/checklist on file, along with supporting

documentation, for inspection/audit purposes. Supporting documentation will be maintained until a subsequent review is made.

(4) Comply with reporting procedures established by the Brigade Commander. The reporting format can be downloaded from the Resource Management and Logistics Directorate website.

1-6. External/internal audits. All audits of Cadet Command operations will include an on-site assessment of the management control program. The following is provided for information to help understand the assessment procedure.

a. The methodology used for evaluating management controls involves:

(1) Identifying management control objectives that management has designed to ensure that laws, regulations, command directives and policies are complied with in the activity.

(2) Identifying key management control procedures that management has established to achieve objectives.

(3) Testing those procedures.

(4) Identifying needed follow-up actions.

b. The auditors obtain information on the activity, mission/objectives, and procedures by reading manuals, reviewing past audit/evaluation reports, interviewing management and employees, and making observations. Auditors will usually ask questions, focusing on understanding the management control structure, to determine if management controls have been placed in operation, and testing their effectiveness.

c. Because of inherent limitations in the design and operation of any management control system, auditors do not expect management controls to prevent or detect all instances of noncompliance or abuse. The most pervasive limitation is that the cost of management controls should not exceed their benefits. In deciding how extensive the system of management controls should be, management needs to compare the cost of more controls with the benefits to be gained.

Chapter 2

Management Control Standards

2-1. Management control standards. The Comptroller General of the United States has established standards

that define the minimum level of quality acceptable for management control systems in operation. These standards also constitute the criteria against which systems are to be evaluated. Ensuring that management controls in each organization are in conformance with the following standards is the basic Integrity Act (PL 97-255) responsibility of every Army manager.

2-2. A management tool.

Management controls are the means that managers use to regulate and guide their operations and programs to ensure the job is completed properly. Good management controls are essential to achieving proper conduct of Army administration in a professional and businesslike manner. When exercised IAW a prudent, common-sense set of standards, management controls permit full accountability for the resources entrusted to management. The controls facilitate achievement of management objectives by serving as checks and balances against undesired actions. Sound management controls provide reasonable confidence (for all levels of management) that essential operations and requirements are being accomplished every day in an effective and economical way.

2-3. Reasonable assurance standard. Management control systems are to provide reasonable assurance that the objectives of the programs will be achieved.

a. This standard recognizes that the cost of management controls should not exceed the benefit derived.

b. Reasonable assurance equates to a satisfactory level of confidence under given considerations of cost, benefit, and risk--acceptable performance within the reality of what can be accomplished.

2-4. Supportive attitude standard. Managers and employees are to maintain and demonstrate a positive and supportive attitude toward management controls at all times.

a. This standard requires Army managers to take steps to promote the effectiveness of management controls.

b. Managers should ensure subordinate personnel consistently give management controls a high priority.

2-5. Competent personnel standard. Managers and employees are to have personal and professional integrity and are to maintain a level of competence that

allows them to accomplish their assigned duties, as well as understand the importance of developing and implementing good management controls.

a. Managers who possess a good understanding of management controls are vital to effective control systems.

b. Overall performance appraisals and efficiency ratings for applicable managers should include an assessment of how well the individual has devised, implemented, and sustained essential management controls.

2-6. Control objectives/techniques standard.

Control objectives/techniques are to be effective and efficient in accomplishing their management control objectives.

a. Management control objectives identified and developed for activities must be logical, applicable, and reasonably complete.

b. Techniques include specific policies and procedures, organization arrangements (including separation of duties, reconciliation, suspense, and physical observation actions), as well as essential physical measures,

such as locks and fire alarms.

c. Techniques should be designed to derive maximum benefit with minimum effort.

2-7. Documentation standard. Management control systems are to be clearly documented, and the documentation readily available for examination.

a. This standard requires written evidence supporting transactions or other significant events.

b. Documentation should be useful to managers in controlling their operations and to auditors and others involved in analyzing operations.

2-8. Separation of duties standard. To reduce the risk of error, waste, or wrongful acts, or to reduce the risk of those acts going undetected, no one individual may control all key aspects of a transaction or event.

a. Duties and responsibilities must be assigned systematically to a number of individuals to ensure that effective checks and balances exist.

b. Key duties include authorizing, approving, and recording transactions; requisitioning, receiving, and issuing equipment, supplies and services; making

payments; and reviewing or auditing transactions.

2-9. Supervision standard.

Qualified and continuous supervision ensures that management control objectives are achieved.

a. This standard requires clearly communicating the duties, responsibilities, and accountabilities assigned to each staff member; systematically reviewing each member's work to the extent necessary; and approving work at critical points to ensure that work flows as intended.

b. Managers must guide and train their personnel to help ensure errors, waste, and wrongful acts are minimized and that specific management directives are achieved.

2-10. Access to and accountability for resources standard.

Access to resources and records is to be limited to authorized individuals, and accountability for the custody and uses of resources is to be assigned and maintained. The basic concept behind restricting access to resources is to help reduce the risk of unauthorized use or loss to the Government.

Chapter 3

Management Control Plan

3-1. Management control plan.

The requirement for a management control plan (MCP) was established by the August 1986 revision of OMB Circular A-123.

a. The primary purpose of an MCP is to identify tasks; their risk ratings (high, medium, low); the senior managers responsible for the areas; and the scheduled evaluations (management control reviews) over a 5-year period.

b. The MCP is issued yearly and can be found on the ASA(FM) website.

c. RM&LD will publish an MCP for those checklists applicable to Cadet Command and post it to their website. Each year, the report format on the website will be updated to reflect the checklists required for that reporting period.

3-2. Implementation.

a. Cadet Command is responsible for conducting management control reviews of Army regulations that are implemented on behalf of HQ TRADOC (not regulations that are routinely used as references in day-to-day activities). These checklists, normally published as part of the regulation, are to review operational areas as

frequently as circumstances warrant (suspected problem, identified risk, change of command, etc.) but not less frequently than prescribed by the MCP.

b. In addition, there are checklists published by HQ Cadet Command to evaluate controls in specific high-risk programs. These checklists take less than 30 minutes each to complete and must be done annually. They are used as feeder information for inspections/audits and highlight weaknesses before they become problem areas.

3-3. Cadet Command's Management Control Plan.

Cadet Command's Management Control Plan, which lists all checklists currently required by this organization and the date they are due for review, is published on the RM&LD website.

Chapter 4

Management Control Reviews

4-1. Definition. A detailed examination of a program to determine whether adequate management controls exist and if these controls have been properly implemented to prevent or detect waste, fraud, or abuse of government assets. The formal review documents the adequacy of these control techniques.

4-2. The review.

a. Management control reviews may range from an ad hoc examination of a single subtask by one individual to a full scale cyclical survey of several tasks by a task force.

b. Based on an Army decision, manpower and funding to do these reviews will be absorbed within current funding and staffing. The requirement is tied directly to AR 11-2 and PL 97-255 and must be executed. The Army has made the decision that all levels will participate and execute their portion of the management controls program. We can tie the process to a current or planned review, audit, survey, or study that can minimize resource requirements. This, however, requires long-range planning.

c. Most reviews take a relatively short time to accomplish, and savings usually occur in four areas:

(1) Eliminating unneeded steps, controls, and guidance.

(2) Implementing sound controls and operating practices.

(3) Streamlining reporting and standardizing proponenty and operations.

(4) Clearer understanding of the roles in executing the ROTC program and a better communication process so that waste, fraud, and abuse can be prevented, detected, then corrected.

d. The key to the management control program is to make sure the optimum controls are in place and working.

(1) Is the control technique sound? Have all harmful side effects or risks been identified as they relate to any major change in control objectives?

(2) Is the control practical? The best controls on paper are worthless if they cannot be executed by operating managers.

(3) Is the control timely? The right control developed too late or ahead of its time is worthless.

(4) Is the control acceptable? It is better to have an acceptable control that 100 percent of the managers use than the best control which 50 percent ignore.

e. Once the controls are in place and working, a management control checklist is used to validate the effectiveness.

4-3. Assessable Unit Managers (AUM).

a. AR 11-2 limits AUM to 0-6/GM 15 positions. This is intended to provide greater flexibility to commanders and managers and to increase their accountability for effectiveness of their controls.

(1) The HQ Cadet Command Chief of Staff and 0-6 directors/special staff officers are AUM for HQ Cadet Command.

(2) The Region Chief of Staff is the AUM for the region headquarters.

(3) The Brigade Commanders are the AUM for their brigades and SROTC/JROTC schools.

b. AUM responsibilities are to:

(1) Ensure all employees are aware of the management control processes.

(2) Designate managers to perform evaluations.

(3) Certify evaluations, supported by specific documentation, including who conducted the evaluation, date evaluation was conducted, methods used to test key controls, what weaknesses were detected, if any, and what corrective actions were taken.

(4) Promptly correct (or raise to a higher level) weaknesses within their program management.

Chapter 5

Management Control Review Checklists

5-1. Definition. A management control review checklist is a series of questions for conducting a systematic, detailed examination of a function to determine if adequate control measures have been implemented.

5-2. Purpose. The purpose of a management control review checklist is:

a. To test whether prescribed controls are in place, operational, and effective. Analytical techniques, such as statistical sampling, are used when appropriate to perform tests.

b. To identify mission activities where additions or reductions to existing controls are needed.

c. To highlight potential problem areas and provide feedback to management.

d. To provide support for the commander's basis of reasonable assurance as to

the adequacy of management controls within the organization.

5-3. Reasonable assurance.

a. In the context of the Integrity Act, the term reasonable assurance means a satisfactory level of management confidence that those management control systems within their area of responsibility are adequate and operating as intended. Inherently a management judgment, reasonable assurance recognizes acceptable levels of risk that cannot be avoided because the cost of control could exceed the benefits derived.

b. The checklist is the test for minimum controls at every level. By answering YES, NO, or N/A to the test question and providing notes in the allotted space, the reviewer annotates what the response is based on. This leaves an audit trail for new managers or for an official review of the management control process.

c. When answering the test questions, all NO responses must be explained. The explanation must be concise as to why the control is inadequate or not functioning. Document what is being done to rectify the situation. If the situation is not correctable, an

explanation of what alternatives are being used to maintain control objectives must become part of the documentation package.

d. The completed checklist and documentation package, coupled with the signature of the operating manager, attests to the fact that management controls are in place and operating.

5-4. Frequency. Checklists are used to review operational areas as frequently as circumstances warrant but not less frequently than prescribed by the MCP. As most checklists are on a five-year cycle, it is good to use them periodically, especially if there is a suspected problem, potential risk, or a change in the primary manager.

5-5. Completing checklists outside of functional areas. Other activities such as the Defense Finance and Accounting Service (DFAS) or support installations can task Cadet Command to complete checklists in connection with one of their management control reviews. While these checklists are outside Cadet Command's functional responsibility, they should only cover areas where direct action is needed, e.g., cadet pay or logistics procedures.

a. All requirements to complete checklists received from outside Cadet Command will come through Cadet Command's Management Control Administrator to ensure that an internally generated checklist is not being used as a DA-approved management control checklist.

b. Direct coordination with the activity is acceptable, however, awareness of these requirements ensures they are not used to excess.

c. The purpose of using a checklist is to determine if there is reasonable assurance that controls are in place and operating. Overuse of checklists by requiring everyone who is remotely related to a subtask to use a checklist defeats the purpose of the Management Control Program and overburdens managers.

Chapter 6

Material Weaknesses

6-1. Material weaknesses. Absence of, or noncompliance with, any management control for accomplishing requirements constitutes a weakness that must be corrected.

a. At the activity level, the initial determination that a weakness in management controls is or

is not material is based on the activity manager's judgment about the relative significance of the problem. If the problem requires the attention/awareness of the next higher level of management, it should be considered material and reported whether the deficiency has been corrected or remains to be corrected.

b. The decision of materiality is then redetermined at each successive echelon based on the responsible manager's professional judgment (e.g., battalion/unit to brigade to region to Cadet Command).

6-2. Identification.

Although not mandatory, scoring each of the following considerations as relatively significant or insignificant can help a manager in the judgment call of whether the absence of, or noncompliance with, a control constitutes a material weakness:

a. Actual or potential loss of resources.

b. Sensitivity of the resources involved.

c. Magnitude of funds, property, or other resources involved.

d. Actual or potential frequency of loss.

e. Current or probable media interest (adverse publicity).

f. Current or probable congressional interest (adverse publicity).

g. Unreliable information causing unsound management decisions.

h. Diminish credibility or reputation of management.

i. Impact fulfillment of essential mission.

j. Violation of statutory or regulatory requirements.

k. Repeat audit/inspection finding.

6-3. Findings from external sources. Findings from external audit sources (Internal Review and Audit Compliance (IRAC), Army Audit Agency (AAA) and the General Accounting Office (GAO)) are not automatic material weaknesses. Several factors must be considered in evaluating audit results.

a. First, the results must address a failure or weakness in a management control.

b. Second, management must concur with the results and identify corrective actions.

c. Third, the results must be evaluated for materiality by the addressee of the report.

As soon as management is aware of a weakness from any source, the weakness becomes a candidate for reporting and should be evaluated by management. Even though the external review source considered the results material, management must still evaluate the results to determine if the results are material from their perspective and should be reported in the annual assurance statement.

6-4. Correcting management control weaknesses.

Management control weaknesses detected by any means, including a checklist, should be corrected as quickly as resources and essential mission priorities permit.

a. The ability of management at all levels to show it has detected and corrected (or is correcting) weaknesses in its program management or allocated resources, is the underlying goal of the Integrity Act.

b. If correcting an identified weakness (or the cost of control) exceeds the benefit derived, supporting documentation to this effect should be placed on file for future management control reviews, routine inspections,

or AAA audits where the issue may be resurfaced.

Chapter 7

Reporting

7-1. Annual reports.

a. Cadet Command's Annual Statement of Assurance on Management Controls is prepared in the last quarter of each fiscal year (usually July).

b. This report is based on reports prepared by the regions, brigades, SROTC, and JROTC and is sent to TRADOC (along with an overview of the management control program within the Command) under the signature of the CG.

7-2. Annual Management Control Report.

a. The sample report for regions is shown at Figure 7-1, for brigades Figure 7-2, SROTC Figure 7-3, and JROTC Figure 7-4. A copy of this format may be downloaded from the RM&LD website.

b. Each battalion/unit briefing for the CG Cadet Command will include a slide which addresses their management control program (i.e., reviews/date checklists completed).

c. DAI/SAI not submitting a yearly report (through their Assessable Unit Manager [Brigade Commander]) will be

placed on probation for one year. If the report is not forthcoming, it will be grounds for decertification.

d. The PMS should include the requirement for the yearly report on their OER support form. PMS not submitting the report (through their

Assessable Unit Manager) will receive a letter of concern from the Brigade Commander. When applicable, the rating officials should include rated officer performance on the yearly report in their overall assessment of performance on the OER.

MANAGEMENT CONTROL REPORT
REGION LEVEL

<p>S: xxxxx</p> <p>E-MAIL REPORT TO HQ CADET COMMAND (xxxxxx@monroe.army.mil)</p> <p>(xxx-xxx-xxxx/xxxxxxxxxx)</p>
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VALIDATION STATEMENT:

I have reasonable assurance that the combination of actions taking place within the region headquarters ensure that management controls are in place and operating as intended.

Name _____ Date _____
Title _____
HQ _____ Region _____

CHECKLISTS: The following checklists have been completed for the region headquarters:

[Cadet Command will list checklists due for the reporting year on the copy posted to the website.]

WEAKNESSES FOUND/ACTION TAKEN:

ACCOUNTABILITY: The following positions have management control responsibilities in their performance agreements IAW CCR 11-2:

Figure 7-1. Format Region Report

MANAGEMENT CONTROL REPORT
BRIGADE LEVEL

E-MAIL REPORT THROUGH REGION RESOURCE MANAGEMENT DIVISION TO REACH HQ
CADET COMMAND NLT xxxxxxxx
(xxxxxxx@monroe.army.mil) (xxx) xxx-xxxx/xxxxxxxxxxxx

VALIDATION STATEMENT:

I have reasonable assurance that the combination of actions taking place within my brigade ensure that management controls are in place and operating as intended.

Name _____ Date _____
Title _____ Brigade/_____ Region

CHECKLISTS: The following checklists have been completed for the brigade:

[Cadet Command will list checklists due for the reporting year on the copy posted to the website.]

BRIGADE SUMMARY:

_____ of _____ (____%) SROTC completed all checklists as _____ required by CCR 11-2.

_____ of _____ (____%) JROTC completed all checklists as _____ required by CCR 11-2.

The following schools did not complete their checklist requirement:

_____ number of SROTC inspections completed this year.

_____ number of JROTC inspections completed this year.

WEAKNESSES FOUND/ACTION TAKEN:

ACCOUNTABILITY: Management control responsibilities are in the Brigade Commander's performance agreement IAW CCR 11-2.

MANAGEMENT CONTROL REPORT
SROTC BATTALION LEVEL

S: xx xxx xx SUBMIT REPORT TO YOUR BRIGADE

VALIDATION STATEMENT:

I have reasonable assurance that the combination of actions taking place within my battalion ensure that management controls are in place and operating as intended.

Name _____ Date _____
Title _____
School _____

CHECKLISTS: The following checklists have been completed:

[Cadet Command will list checklists due for the reporting year on the copy posted to the website.]

WEAKNESSES FOUND/ACTION TAKEN:

ACCOUNTABILITY: Management control responsibilities are in the PMS' performance agreement IAW CCR 11-2.

Figure 7-3. Format SROTC Report

MANAGEMENT CONTROL REPORT
JROTC UNIT LEVEL

S: xx xxx xx SUBMIT REPORT TO YOUR BRIGADE

VALIDATION STATEMENT:

I have reasonable assurance that the combination of actions taking place within my unit ensure that management controls are in place and operating as intended.

Name _____ Date _____
Title _____
School _____

CHECKLISTS: The following checklists have been completed:

[Cadet Command will list checklists due for the reporting year on the copy posted to the website.]

WEAKNESSES FOUND/ACTION TAKEN:

Figure 7-4. Format JROTC Report

Chapter 8

Job Performance Standards

8-1. Job performance standards for control responsibility. Every Army manager has a "performance agreement" that inherently requires the exercise of sound management controls. However, in compliance with AR 11-2, management controls should be covered in the performance agreement (standards) of individuals who are general officers, colonels, lieutenant colonels, and merit pay employees. This includes officials who establish and monitor execution of policies and requirements for the authorization, acquisition, use and disposition of resources for which Army management is accountable. It also covers those assessable unit managers who personally execute and/or certify the results of prescribed checklists.

8-2. Responsibility.

a. In the past, Cadet Command left the delegation of management control responsibilities to the discretion of each region

commander. However, based on an audit finding, AAA recommended that management control standards be placed in officer efficiency review (OER) support forms for all Brigade Commanders and Professors of Military Science (PMS); Cadet Command concurred with that recommendation.

b. The management control-related content of civilian and military performance agreements must be tailored to the relative importance and other circumstances associated with each manager. The decision concerning whether the performance element is critical, noncritical, or a separate numbered job element will be left to the supervisor and reviewing/approving officials.

c. Appendix B contains a list of those positions within Cadet Command HQ that require a management control statement.

Appendix A References

Section I

Required Publications

OMB Circular A-123

Internal Control Systems

AR 11-2

Management Control

AR 20-1

Inspections

AR 25-400-2

The Modern Army Recordkeeping
System

AR 37-47

Contingency Funds

AR 37-49

Budget Execution

AR 37-104-10

Reserve Component Pay
Activities

AR 71-13

The Department of the Army
Equipment Authorization and
Usage Program

AR 145-1

SROTC Program

AR 145-2

JROTC Program

AR 310-10

TDY Travel Orders

AR 385-10

Army Safety Program

AR 700-84

Issue and Sale of Personal
Clothing

AR 710-2

Supply Policy Below the
Wholesale Level

AR 710-3

Asset Transaction Reporting
System

AR 735-5

Policies and Procedures for
Property Accountability

Cadet Command Reg 700-1
Logistics

CTA 50-900

Clothing and Individual
Equipment

DA Cir 11-series

Internal Control Review
Checklists

DA Cir 11-YR-XX

Army Management Control Plan

DA Pam 11-6

How to Evaluate Internal
Controls and Develop Internal
Control Review Checklists

DA Pam 25-400-2

Modern Army Recordkeeping
System (MARKS) for TOE and
Certain Other Units of the
Army

DA Pam 385-1

Unit Safety Management

DA Pam 710-2-1

Using Unit Supply System
(Manual Procedures)

SB 700-20
Army Adopted/Other Items
Selected for
Authorization/List of
Reportable Items

DA Pam 738-750
The Army Maintenance
Management System (TAMMS)

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Appendix B

Positions With Management Control Responsibility

Commanding General
Chief of Staff
Secretary of the General Staff

Director, Marketing and Public Affairs
Chief, Marketing, Recruiting, and Advertising Products
Division
Chief, Public Affairs Division

Director, Operations and Evaluation

Director, Resource Management and Logistics
Chief, Management and Logistics Division
Chief, Program and Budget Division
Chief, Pay Operations Division

Director, Training
Deputy Director
Chief, Education and Assessment Division
Chief, Training Division
Commandant, School of Cadet Command

Director, Personnel & Administration
Chief, Personnel Management Division
Chief, Personnel Actions and Standards Division
Chief, Scholarship and Accessions Division

Director, JROTC

Director, Information Management
Inspector General
Army National Guard Adviser
United States Army Reserve Adviser
Command Surgeon
Nurse

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Appendix C

Instructions for Completing Checklists

1. The checklists in Appendix D-H must be completed annually by the appropriate assessable unit manager.
2. There are situations where the Brigade can exempt an activity from completing a checklist. For example, if a JROTC unit does not have a General Services Administration (GSA) vehicle, they obviously should not complete a checklist. Or, if a JROTC unit is provided postal service through the school, a checklist is not needed.
3. These checklists are the test for minimum controls at every level. By answering YES, NO, or N/A to the test question and providing notes in the allotted space, the reviewer annotates what the response is based on. This leaves an audit trail for new managers or for inspection teams.
4. When answering the test questions, all NO responses must be explained. The justification should be concise--explaining why the control is inadequate or not working. Note what is being done to fix the situation. If the situation is not correctable, a short explanation of what alternatives are being used to maintain control should be part of the checklist.
5. The completed checklist, coupled with the signature of the operating manager, attests to the fact that management controls are in place and operating.
6. File the completed checklist.
7. A question has been added to Cadet Command Reg 145-8, Inspections, to record the date of the management control checklists on file at the activity. If an exemption to checklists has been provided by the brigade, a copy of that exemption should be kept in the activity's management control files.

Appendix D

School Fund Control Checklist

1. Function. The function covered by this checklist is administration of nonappropriated funds (unit funds and official hosting and representation funds), school provided support funds, and fund raiser accounts.

2. Purpose. The purpose of this checklist is to assist SROTC and JROTC schools in evaluating the key management controls listed below; it is not intended to cover all controls.

3. Instructions.

a. These management controls must be evaluated annually. All questions will not apply to all schools; answer those questions that apply to your activity. **If you receive no funds from the Army and your school controls your expenditures through their own system of accountability, you do not need to complete this checklist.**

b. Answers must be based on the actual testing of key management controls (e.g., document analysis, direct observation, sampling, etc.). Answers which indicate deficiencies must be explained and corrective action indicated in supporting documentation.

4. Test Questions.

a. Has a battalion/unit fund manager (and alternate, if needed) been appointed in writing?

b. Is there someone other than the battalion/unit fund manager (or alternate) designated in writing as the certifying officer?

c. Is there a current SOP which covers at a minimum:

(1) How nonappropriated funds, school provided support funds, and nonappropriated funds are obtained?

(2) Documenting procedures (receipts and disbursements)?

(3) Appointment of battalion/unit fund manager, alternate fund manager (if needed), and certifying officer?

(4) Responsibilities of each individual (separation of duties)?

(5) Review of expenditure (voucher used for purchases) or reconciliation (cash or blank check used for purchases) procedures?

(6) SROTC PMS and JROTC DAI/SAI/AI involvement?

(7) Control of school-issued credit card, to include its possession when not in use?

d. Is there a policy and precedent file which includes directives from the school?

e. Are Cadet Command, region, brigade, and school guidelines followed for all expenditures?

f. Are all expenditures approved by the SROTC PMS or JROTC DAI/SAI?

g. Are blank checks or "petty cash" kept in a secure area with limited access?

h. Are receipts, with supporting documentation attached, kept on file for at least three years (two previous and current year)?

i. Is the person who authorizes payments different from the person who prepares, signs, or mails checks?

j. Does the person signing checks perform any of the other check processing functions?

k. Is the battalion/unit account reviewed by the SROTC PMS or JROTC DAI/SAI once a month?

l. Has the region or brigade inspected funding procedures within the last 18 months?

m. If weaknesses were discovered, were corrective actions reported to the region headquarters?

Appendix E

Postal Service Checklist

1. Function. The function covered by this checklist is administration of Cadet Command funds provided for postal services.

2. Purpose. The purpose of this checklist is to assist SROTC and JROTC schools in evaluating the key management controls listed below; it is not intended to cover all controls.

3. Instructions:

a. These management controls must be evaluated annually. All questions will not apply to all schools; answer those questions that apply to your activity. **If your school provides your postal support (i.e., you receive no funds or stamps from the Army), you do not need to complete this checklist.**

b. Answers must be based on the actual testing of key management controls (e.g., document analysis, direct observation, sampling, etc.). Answers which indicate deficiencies must be explained and corrective action indicated in supporting documentation.

4. Test Questions.

a. Is there a document such as an SOP, policy memorandum, or a local regulation that briefly identifies the office management control process for the postal program?

b. Have copies of the appointment memo and signature cards for one primary and two alternates been provided to the servicing finance and accounting office?

c. Are copies of the requesting memo or DA 3953 on file in the activity for each cash request to purchase postage/services?

d. Are "running balances" kept for each region-approved obligation account (e.g., those set up at the local post office IAW permit requirements, or reimbursable accounts with the school/support installation)?

e. Are permit mailings used whenever large volume mailings with uniform size and weight are processed? (NOTE: JROTC UNITS ARE NOT AUTHORIZED PERMITS.)

f. Are all business reply mailings preaddressed to Army activities only?

g. Are mailing lists reviewed and updated annually for continued necessity?

h. Do contracts for printing and distribution contain specifications for using the least costly mailing services consistent with priority of the material?

i. Is unauthorized use of official mail reported and reviewed to determine any appropriate reimbursement of postage costs?

j. Is only one person given the responsibility for security of stamps to prevent theft, misuse, waste, or loss?

k. Are stamps secured in locked containers each night?

l. Rather than stockpiling, are odd sizes or unusable denominations of stamps used or given to the support installation mail room?

m. Are reports reviewed by the senior official at the submitting activity at least quarterly to look for excessive under/over use or possible abuse of program funds?

Appendix F

Local and Long Distance Telephone Service Checklist

1. Function. The function covered by this checklist is control of local and long distance telephone service.

2. Purpose. The purpose of this checklist is to assist SROTC and JROTC schools in evaluating the key management controls listed below; it is not intended to cover all controls.

3. Instructions.

a. These management controls must be evaluated annually. All questions will not apply to all schools; answer those questions that apply to your activity. **If your school provides your local and long distance telephone service without reimbursement, you do not need to complete this checklist.**

b. Answers must be based on the actual testing of key management controls (e.g., document analysis, direct observation, sampling, etc.). Answers which indicate deficiencies must be explained and corrective action indicated in supporting documentation.

4. Test Questions.

a. Have controls been established to ensure telephones are not used for unauthorized or unofficial telephone calls, especially long distance calls (i.e., cadets calling home)?

b. If bills are available, are telephone costs periodically reviewed?

c. Where available, are DSN lines used instead of commercial long distance lines?

d. When practical, are calls made during off-peak hours to take advantage of lower rates?

e. Are incoming collect calls accepted only on an emergency basis or when conducting recruiting drives? (SROTC only)

f. Are credit cards used only when away from permanent duty station and it is necessary to make official calls?

Appendix G

GSA Vehicle Fleet Management Checklist

1. Function. The function covered by this checklist is management and control of GSA vehicles.
2. Purpose. The purpose of this checklist is to assist activities with GSA vehicles in evaluating the key management controls listed below; it is not intended to cover all controls.
3. Instructions.
 - a. These management controls must be evaluated annually. All questions will not apply to all schools; answer those questions that apply to your activity. **If your school/activity does not have a GSA vehicle, you do not need to complete this checklist.**
 - b. Answers must be based on the actual testing of key management controls (e.g., document analysis, direct observation, sampling, etc.). Answers which indicate deficiencies must be explained and corrective action indicated in supporting documentation.
4. Test Questions.
 - a. Has the Unit Vehicle Control Coordinator (UVCC) established a standard vehicle management reference desktop guide? Does the desk top guide contain Command vehicle use policies, Army regulations, GSA Fleet Federal Property Management Regulations (FPMR), GSA website vehicle management policy updates, vehicle newsletters, vehicle inspection checklists, a vehicle dispatch log, credit card procedures, accident report forms, mileage report procedures, GSA Fleet Mgmt Center (FMC), Maintenance Control Center (MCC), Brigade, Cadet Command point of contact phone numbers, etc.?
 - b. Do the number and type of assigned activity vehicles match authorization on the region table of distribution and allowances (TDA)?
 - c. Are requests for initial/additional/change of vehicle type justified on a DA Form 4610-R, endorsed by the Brigade Commander, approved and funded by Cadet Command before the supporting GSA FMC is contacted for support?

d. Does the Brigade Fleet Manager (BFM) provide a statement with the DA Form 4610-R stating that a brigade fleet analysis was performed and there are no excess vehicle authorizations or vehicles accumulating very low utilization levels available to transfer to the activity requiring an additional vehicle or vehicle upgrade?

e. Does the UVCC request Brigade Commander approval and funding for short-term (less than 60 days) commercial lease vehicles? Does the UVCC request Cadet Command (ATTN: ATCC-RR) approval and funding for short-term use GSA FMC vehicles?

f. Are requests for vehicle accessory equipment or modifications (IAW TM 38-600, Appendix G, and FPMR 101-39.304) endorsed by the Brigade Commander, approved and funded by Cadet Command (ATTN: ATCC-RR) before the supporting GSA FMC is contacted for support?

g. Are monthly mileage reports made utilizing the GSA Fleet's "Mileage Express" website Mileage Reporting System? If GSA Form 494 (Monthly Motor Vehicle Use Record) is used, is it sent to GSA by the 15th of each month? Are entry errors, e.g., activity name, two digit fund code errors corrected on the form before the mileage report is made?

h. Does the UVCC utilize the GSA Fleet's "Reports Carryout" website Vehicle Fleet Inventory Database Report to assist in managing assigned vehicles?

i. Is the GSA vehicle fleet miscellaneous management information located on the ROTC RM website used to help manage the vehicles? Is the Cadet Command Fleet Management Information System (FMIS) vehicle database report pertaining to activity vehicles located on the website downloaded each month?

j. Are drivers routinely performing operator preventive maintenance inspections IAW TM 38-600, para 6-3, e.g., checking fluid levels, air pressure, cleanliness, accident forms and checking for body damage before operating activity assigned vehicles (ref CC Form 215-R, Jan 00)?

k. Before vehicle repairs are scheduled for assigned vehicles, is authorization and a purchase order number obtained from the supporting GSA MCC?

l. Are vehicle accidents, incidents, and vehicle abuse damages reported to the proper authorities, investigated and

appropriate corrective action taken IAW AR 735-5, Chapters 13 and 14?

m. Are daily use vehicle dispatch records/logs maintained to control vehicle use IAW TM 38-600, para 5-8, at the activity level, summer camp operations, and for Goldminer/Nurse recruiting trips (ref CC Form 215-R, Jan 00)?

n. Is a vehicle fleet management program self-inspection review (to include completion of this checklist) performed annually at each activity with vehicles assigned?

o. Does each person authorized to operate a GSA vehicle have a valid state driver's license in their possession? Does each person transporting hazardous materials (HAZMAT) have a HAZMAT endorsement to their Commercial Driver's License (CDL)/Optional Form 346 in their possession?

p. Is the overall vehicle use within the Cadet Command budget allocation level of 1100 miles per-month/13,200 miles per-year per-vehicle? Are requests to exceed the mileage allocation approved by the BFM?

q. Are one-time requests to exceed the Permissible Operating Distance (POD) of 100 miles in one direction approved by the Brigade Fleet Manager? (Goldminer, nurse and JROTC recruiters, brigade commanders, and cadre making recurring trips to the support installation to pickup supplies are exempt from POD limitations.)

r. Is there a current Goldminer/Nurse Domicile-to-Duty (DTD) SECARMY determination authorization on file at the activity for recruiters requiring DTD authority? SECARMY DTD authority is valid for two years. Are requests for renewal sent to Cadet Command six months prior to expiration IAW AR 58-1, para 4-4?

s. Are credit cards removed, vehicles locked, and parked in a safe, secure authorized area when not being used?

t. Are vehicles scheduled for periodic maintenance and delivered to the maintenance vendor for service on the date/mileage due as indicated on the GSA Form 3478 (Motor Vehicle Service Authorization)?

u. Are reports of alleged driver vehicle misuse investigated and appropriate corrective action taken (ref AR 58-1, para 1-4)?

v. Are vehicle accidents, incidents, abuse damages accounted for by a Report of Survey, Commander's Statement or a Cash Collection Voucher (ref AR 735-5, Chapters 13 and 14)?

w. Is Cadet Command (ATTN: ATCC-RR) provided a copy of the final Battalion/Brigade Commander report relieving/charging the individual responsible for vehicle damage/unauthorized credit card use charges, etc., that are billed to Cadet Command on the GSA Vehicle Billing Statement (GSA Form 2529)? Have GSA vehicle drivers been told the dollar amount limit and what items they can and cannot purchase with the U.S. Government Fleet Services credit card?

x. Does the UVCC request a credit from the supporting GSA FMC for all charges received on a GSA Form 2556 for less than \$100 unless the charge was for an unauthorized purchase?

y. If a substitute vehicle is not provided when an assigned vehicle is down for maintenance over five work days, is the supporting GSA FMC sent a request asking that the monthly lease charge be discontinued until the vehicle is released from the shop?

z. Are the following regulations available for reference as required?

DOD 4500.36-R (Management, Acquisition, and Use of Motor Vehicles)

AR 58-1 (Management, Acquisition, and Use of Motor Vehicles)

AR 600-55 (The Army Driver and Operator Standardization Program)

TM 38-600 (Management of Administrative Use Motor Vehicles)

CCR 700-1. Chap 6 (ROTC Standardized Logistics Procedures)

Are the following forms being processed as required?

CC Form 215-R (GSA Vehicle Condition Report and Daily Utilization Record)

DA Form 4610-R (Equipment Change in MTOE/TDA)

DA Form 4697 (Department of the Army Report of Survey)

SF Form 91 (Investigation Report of Motor Vehicle Accident)

GSA Form 312 (Dispatch Transaction)

GSA Form 494 (Monthly Motor Vehicle Use Record)

GSA Form 1152 (Vehicle Assignment/Termination Transaction)

GSA Form 2080 (Invoice Discrepancies/Vehicle Repairs or
Credit Card Purchases)

GSA Form 2556 (Misc. Charges & Adjustments Transaction)

GSA Form 3478 (Motor Vehicle Service Authorization)

aa. Are activity vehicles, operator packets, assigned
equipment and credit cards signed for on GSA Form 1152? Has a
long-term (over 60 days) vehicle assignment file been
established? Is a copy of each GSA Form 1152 in the file?

Appendix H

Logistics Checklist

1. Function. The function covered by this checklist is management and control of the logistics operation at battalion and unit level.

2. Purpose. The purpose of this checklist is to assist SROTC and JROTC schools in evaluating the key management controls listed below; it is not intended to cover all controls.

3. Instructions.

a. These management controls must be evaluated annually. All questions will not apply to all schools; answer those questions that apply to your activity.

b. Answers must be based on the actual testing of key management controls (e.g., document analysis, direct observation, sampling, etc.). Answers which indicate deficiencies must be explained and corrective action indicated in supporting documentation.

4. Test Questions. (This is the same checklist published in CCR 145-8, Organizational Inspection Program, used to inspect ROTC activities.)

Command Supply Discipline Program.

a. Has the CSDP monitor been designated (must be someone other than the PBO)?

b. Is there a record on file of a logistics inspection or assistance visit conducted by brigade, region or HQCC?

c. Have findings, discrepancies and shortcomings cited in last inspection or assistance visit been corrected?

d. Is the CSDP monitor conducting inspections, and are copies of the inspections being maintained on file?

Appearance and Management.

a. Layout and organization.

(1) Does the office present a neat appearance and professional atmosphere?

(2) Are all items to be turned in tagged to indicate what disposition is being taken (e.g., turn-in)?

(3) Are all fire, safety, and physical security standards being met?

(4) Is the storage organized so that the space is fully used?

b. Does the unit maintain a current standing operating procedures (SOP) for internal operations?

c. Are the supply files established and maintained IAW AR 25-400-2?

d. Publications and authorization documents.

(1) Are all required publications and technical manuals on hand (hard copy or accessible through the internet) or on order?

(2) Are all equipment authorization documents on hand and current (TDA, CTA, etc.)?

(3) Do items on hand or on order exceed current authorizations?

(4) Are authorized allowances on the property book reconciled with authorization documents annually, and is commander's statement on file in front of the Property Book?

e. Training.

(1) Is unit training conducted for supply personnel in their skill levels?

(2) Are training records maintained to reflect technical training for supply personnel?

Material Accountability.

a. Property Book Accountability.

(1) Does the battalion maintain a property book?
If YES, continue below beginning at paragraph b.

(2) If Primary hand receipt holder (PHRH) of Consolidated Property Books, skip to item d and continue as applicable.

b. Non-Expendable Equipment Accountability.

(1) Has the current commander appointed the PBO; if so, is a copy of the appointing memorandum filed in the active property officer designation file with the property book?

(2) Are entries in the property book supported by the document register and document supporting file?

(3) Are all items recorded in the property book as on hand, either issued on a valid hand receipt or in storage under control of the PBO?

(4) Are DA Forms 3161 on hand to support lateral transfer?

c. Maintaining document registers and due-in suspense files.

(1) Are expendable/durable and non-expendable document registers kept?

(2) Is a memo filed with the document register designating a block of serial numbers for the using element?

(3) Is there a status card on file supporting every open entry in the document registers?

(4) Are open document numbers carried forward?

(5) Are the due-in status files kept?

(6) Are documents that were posted to the property book marked "Posted" "Dated" and initialed by the posting individual?

(7) Do receipt documents for supplies/equipment reflect in the appropriate blocks the signature, rank and Julian date?

(8) Are serial numbers posted to receipt document when applicable?

(9) Are all serial numbers and publication data listed on the property book for an item reflected on the hand receipt/sub-hand receipt?

(10) Are copies of receipt documents being forwarded to support installation within three working days?

(11) Does the commander or designee personally approve all high priority requests?

(12) Does the document file contain a statement signed by the PBO about each missing document?

(13) Can transactions be validated by matching entries in the property book with supporting documents in the document file?

(14) Is a monthly reconciliation with SSA conducted on all outstanding requests?

d. Hand receipt/sub-hand receipt procedures.

(1) Are hand receipts/sub-hand receipts including temporary hand receipts established, maintained, and updated for all property book items not under control for the Primary Hand Receipt Holder (PHRH)?

(2) Are the signature and rank of the sub-hand receipt holder (acknowledging responsibility) and the date entered on the sub-hand receipt?

(3) Are all serial items reflected on the sub-hand receipt?

(4) Is property being loaned between units without proper documentation or changes to the sub-hand receipt?

(5) Are sub-hand receipt forms filed in a separate jacket file for each sub-hand receipt holder, and each file clearly identified?

e. Request, issue, and turn-in of supplies.

(1) Are all TDA items on hand or on request authorized?

(2) Is unit following support installation procedures for requesting, issuing, and turn-in of supplies and equipment?

(3) Are items that have been turned in and no longer required deleted from the TDA document?

f. Inventories.

(1) Has informal accountability been established for waived property (\$2500 or less)?

(2) Has the annual inventory for waived property (\$2500 or less) been conducted within the past year?

(3) Was the inventory conducted at the end of the school year for RPA funded clothes and OCIE? (When PHRH IAW CIPBO instructions?)

(4) Was an inventory of property book items conducted IAW CIPBO instructions?

(5) Battalion PBO. Upon completion of inventories and, if losses are discovered, is the adjustment action taken within prescribed time frame?

(a) Has the annual 100 percent inventory been conducted within the past year? (Inventory should be one year from previous inventory and can be accomplished on a cyclic basis).

(b) Is a copy of the 100 percent inventory on file at the unit and was a copy forwarded to Brigade?

(c) Are sensitive items (except weapons and ammunition) listed on the property book inventoried quarterly?

(d) Does the responsible officer conduct monthly serial number inventories of weapons? (The inventory should not be done by the same person in consecutive months.)

(e) Are serial numbers verified against the property book?

(f) Has the extension been granted if more than 30 days has elapsed before the PBO/PHRH/MPC completed the change of PBO/PHRH/MPC inventory?

(g) Are weapons and ammunition physically inventoried when the weapons storage area/container is opened or when the

responsibility for the custody of the arms storage facility keys are transferred?

f. Accounting for Losses: Report of Survey (ROS), Statement of Charges (SC), Cash Collection Voucher (CCV), and Administrative Adjustment Report (AAR).

(1) Are ROS for all lost, damaged, or destroyed items prepared and processed within the required time frame by the battalion?

(2) Are ROS for lost items forwarded in a timely manner to the CIPBO for assignment of a document number?

(3) Is copy of the ROS held in suspense file pending receipt of completed copy?

(4) Is supply room notified by cadre in writing when a cadet drops from the program, and is notification within a reasonable time frame?

(5) Did the supply section comply within the 45-day time limit for initiating recovery of clothing and equipment?

(6) Did the supply section comply with the 15-day time limit for initiating ROS for items, other than clothing and OCIE, that were lost, damaged, or destroyed?

(7) Does the supply section have a suspense file to keep control of letters going out to recover clothing?

If not, how do they keep up with the 45-day suspense and 5-15 day initiation time for ROS?

(8) Are personnel briefed as to their options for accounting for lost, damaged, or destroyed property prior to the payment of cash using a SC or CCV?

(9) Is a CCV or SC processed for lost, damaged, or destroyed expendables durables as well as non-expendables?

g. Funded clothing and equipment procedures.

(1) Does supply section have a current roster of cadets (by category [SROTC/Basic/Advanced]) on file in the supply room?

(2) Has the unit established informal accounting procedures for RPA funded clothing and equipment?

(3) Is a clothing record (DA Form 3645-1) established for each cadet (cadets issued clothing/equipment) assigned to the battalion (including DA Form 3645 for organizational items)?

(4) Are CCVs processed for sale of military clothing items?

The following questions apply to cadre only:

(5) Are the belongings of personnel absent, (e.g., hospital, AWOL), inventoried and safeguarded?

(6) If an individual is dropped from the rolls, has the unit turned in all military items to the appropriate activity?

(7) If absentee baggage is on hand, is the original copy of the inventory inside the container?

Logistics Management.

a. OCIE (applicable to SROTC battalions only).

(1) Has unit established informal accounting procedures for OCIE?

(2) Are authorizations for OCIE (field gear) management consistent with geographic zones?

(3) Is only minimum essential stockage of OCIE on hand for mission accomplishment?

(4) Is OCIE collected within 72 hours after each FTX?

b. Control of excesses (non-expendable and expendable).

(1) Is excess property/equipment reported for cross leveling prior to turn-in to the SSA?

(2) When non-expendable property book items are found to be on hand, but not accounted for on the property book, is

"Turned-In as Found on Post" or property accountability established?

c. Bonding/proof of insurance (when applicable).

(1) Has the institution provided adequate surety (bonds or insurance) in those cases where the institution retains accountability for Federal property?

(2) Is the bond reviewed every 3 years?

(3) Is proof of insurance reviewed every year?

d. Ammunition.

(1) Does the battalion comply with the provisions of Cdt Cmd Reg 700-1, relative to accountability and management of ceremonial and training ammunition?

(2) Is supporting installation's and higher headquarter's guidance being adhered to in forecasting, requesting, and turning-in expended residue and excess ammunition?

(3) Is ammunition (to include pellets) stored in a secured area or container?

e. Operational rations. NO OPERATIONAL RATIONS SHOULD BE ON HAND FOR MORE THAN ONE YEAR WITHOUT HAVING THE RATIONS INSPECTED BY THE SUPPORT INSTALLATION'S VETERINARIAN. (SROTC only).

(1) Are operational rations on hand at the battalion specifically identified for a training exercise?

(2) Do the number of meals on hand and consumed (DA Form 3032) equal the number shown on the receipted document (DA Form 3161)?

(3) Are operational rations stored in a secured area, stacked a minimum of 6 inches off the floor, and 24 inches away from the wall?

(4) Is proper dunnage used?

(5) Are lot numbers and date pack facing toward storage aisle?

(6) Are payroll deductions or CCV (for cadre) submitted on cadre authorized to subsist?

=====

Glossary

Section I Abbreviations

AAA	Army Audit Agency
APF	appropriated funds
ARNG	Army National Guard
AUM	Assessable Unit Managers
BOAC	Billed Office Account Code
CCV	Cash Collection Voucher
CDL	Commercial Driver's License
CG	commanding general
CBS-X	continuing balance system - expanded
CTA	common table of allowance
DAI	Director of Army Instruction
DFAS	Defense Finance and Accounting Service
DODSASP	Department of Defense Small Arms Serialization Program
DTD	domicile-to-duty
FAO	finance and accounting office
FPMR	Federal Property Management Regulation
GAO	general accounting office
GSA	General Services Administration
IAW	in accordance with
IG	inspector general
IRAC	Internal Review and Audit Compliance
JROTC	Junior Reserve Officer Training Corps
MACOM	major Army command
MCP	management control plan
MOI	Memorandum of Instruction
MPC	military property custodian
NAF	non-appropriated funds
OCIE	organizational clothing and individual equipment
OER	officer efficiency reviews
OH&R	official hosting and representation
OIC	officer in charge
PBO	property book officer
POC	point of contact
PMS	Professor of Military Science
RICC	reportable item control code
RMD	Resource Management Directorate/Division

ROTC	Reserve Officer Training Corps
R/S	report of survey
SAI	Senior Army Instructor
SASSO	small arms serialization surety officer
SOP	standard operating procedure
SGS	Secretary of the General Staff
SROTC	Senior Reserve Officer Training Corps
SSSC	self service supply center
TDA	table of distribution and allowances
USAR	United States Army Reserve
USPS	United States Postal Service
TRADOC	United States Army Training and Doctrine Command

STEWART W. WALLACE
Major General, United States Army
Commanding

OFFICIAL:

(signed)
JOHN W. CORBETT
Colonel, GS
Chief of Staff

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